

To: Patricia Bekele@ENI.DGSR@Aidw
From: Irena Karmaziniene@GDO
Cc: aldask@proj
Bcc:
Subject: Follow up on your 02/13 fax
Attachment:
Date: 2/17/98 11:20 AM

EO 228
KTH/Texas/reports

PDTBG385

Archives

Patricia,

Thank you for the final report from Texas A&M. It took seven months for them to write such a general report! Since it is history, and there is nothing to gain by going over what is already documented, we will not comment on the essence of this report.

As I understood from your fax, you had discussions with Ronald Greenberg regarding the evaluation visit to Lithuania. The estimated dates for the trip are before the Poland conference, it seems. Do you have any news, regarding my request for covering all/some costs for Virginija's trip to Poland (e-mail from 01/28)?

The program and awards documents were sent last week, this time through the Embassy. Please, let us know when the documents reach you. The requested guidance on the focus of evaluation will be sent to you shortly. Next week I will send you Sperling's recommendations on outreach. You have received the AMR on the status of the project last month, but I do not remember if I sent to you KTU/P's quarterly report. I will send it as soon as I get a prompt from you.

Best regards. Looking forward to your visit,

Irena

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FAX COVER SHEET

202-216-3011

From: Patricia Bekele
Partnership Training Specialist
ENI/DGSR/HRDSR
(202) 712-0203

USAID

FEB 17 1998

VILNIUS

To: Irena Karmaziniene
Aldas Kriauciunas
Jonathan Sperling
USAID/Vilnius

Date: February 13, 1998

Subject: Final Report of TAMIU

Fax: 3702-222-954

6 pages + cover

Attached is the final report of activity from Texas A&M International University. I have also provided a copy to Ron through the desk.

A copy of this report will be provided to Luba Fajfer (DATEX) next week when she is in town as a matter of preparing for her evaluation visit to Lithuania. Please note that, per discussions with Ron Greenberg and Jonathan Sperling in Washington, no additional DATEX team members will accompany Ms. Fajfer. She and I will constitute the evaluation team and look forward to working alongside Mission personnel. Formal country clearance requests for Ms. Fajfer and me will be forthcoming separately. I anticipate receipt of the program and award documents on the KTU/P award, and hope to soon receive as well a status report on the program in Panevezys and Mission guidance on the focus of the evaluation.

Regards,
Patricia

USAID / VILNIUSTo: I.K.Due date: 02/24

Action: _____

Date: _____

Initial: _____

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**TEXAS A&M RESEARCH FOUNDATION**

409-845-8600 • 409-845-7143 FAX

<http://rf-web.tamu.edu>

February 6, 1998

Ms. Patricia Bekele
Special Activities Project Officer
U.S. Agency for International Development
320 21st Street, Room 2638
Washington, D.C. 20523

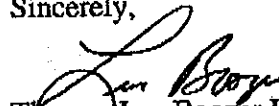
Re: Cooperative Agreement No. DHR-0029-A-00-5042-00
"Management Training and Economics Education for Central and Eastern
Europe"
RF 430141

Dear Ms. Bekele,

Attached is one original and two copies of Dr. Larry Boyd's cover letter and final report for the referenced Cooperative Agreement. I have included the copies for USAID, CDIE/DI and USAID Representative, Lithuania.

Please contact me at 409-847-8745 or via E-mail at lboozer@tamu.edu with any questions.

Sincerely,


Thomas Lee Boozer II
Senior Research Administrator

Attachments

c: Glen Goodin
Elaine Smialek (Faxed to 703-875-1103)
Larry Boyd (Faxed to 956-326-2699)
Phil Lane (Faxed to 956-326-2699)

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TEXAS A&M INTERNATIONAL UNIVERSITY
A Member of The Texas A&M University System

Office of the Provost and Vice President
for Academic Affairs

January 30, 1998

Mrs. Patricia Bekele
Special Activities Project Officer
U.S. Agency for International Development
320 21st Street, Room 2638
Washington, D.C. 20523

Dear Mrs. Bekele:

Attached is our final report that you requested. The Texas A&M International University MTEEP program was a long and arduous process that I feel certain has left an important impact on the people of Paneveys and the surrounding region in Lithuania.

Although the immediate impact was to a great extent measurable, I feel that the real test of all of these programs in the emerging nations of Europe will only be fully realized in the years yet to come.

Thank you very much for the assistance and understanding that you provided us in the course of the project.

Sincerely,

Dr. Larry Boyd
Provost and Vice President for
Academic Affairs

LB:me

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Final Report

Texas A&M International/USAID MTEEP Project in Panevezys, Lithuania

I. Project

Texas A&M International University (TAMIU) and USAID/Washington entered into a three (3) year cooperative agreement in 1995 to create a Center for training of business management through related training activities including entrepreneurship training, executive education, training of local government managers, and strengthening the capability of the local university to support and continue the program after assistance terminated. An agreement was reached between TAMIU and Kaunas Technological University in Panevezys (KTU/P) which related to the scope and intent of the project.

II. Scope

The original agreement included not only the business management training activities listed above but also included a rather extensive MBA program for qualified Lithuanian managers and educators. Also included was a plan to bring a large group of program participants to the United States for an orientation to U.S. business and educational practices.

KTU/P faculty and selected other participants were to receive special training to qualify them as trainers in the program. KTU/P was to provide improved facilities for housing the projected Center for Management Technology and Business Training (CMTBT).

The initial training activities were to be organized by the TAMIU in country director. This included providing expert consultant trainers brought to the KTU/P campus location. These trainers were almost exclusively Ph.D. level experts in the various aspects of business.

The ultimate goal of the project was to create a self-sustaining center that would continue under the direction of the KTU/P administration.

III. Project Revision

The USAID/Lithuania development strategy was revised in early 1996 and resulted in a shift from a sectoral and regional approach to growth of private enterprise to an emphasis on creating a sustained private sector approach by effecting policy at the national level.

The resulting effect on the TAMIU-KTU/P project was the reduction of the proposed project USAID funding by \$1,000,000 U.S. This was a reduction of approximately 40% of the originally expected USAID funding.

A revised proposal was requested by USAID. The revision was prepared by TAMIU and presented to USAID in July 1996. It included changes in both the scope of the project and

the direction of the training. The magnitude of the cut in funds required elimination of the ~~MBA programs, the proposed orientation trip to the United States, and a reduction in the~~ length of the program. The revised proposal established a program ending date of June 30, 1997.

IV. The Center Facilities

A major part of the project cost went into producing a "state of the art" facility for training and research activities.

KTU/P selected an area of an unused building on their campus and, with the assistance of the TAMU in-country director, planned the conversion of a rather antiquated area into a facility that any campus could be proud of. This was a part of KTU/P's in-kind contribution to the project.

Project funding provided for approximately \$400,000.00 U.S. in computers and related technical equipment for the Center. TAMU and the Texas A&M Research Foundation supervised the purchase, shipping, and testing of this equipment. The result is a technical center that can support both classroom and research activities. KTU/P should be able to integrate the work of the Center with the University activities to a great mutual advantage.

The computer equipment, facilities, and support equipment were of the highest quality and latest development. These facilities can be expected to serve the university and the region for a long time.

V. Project Impact

The necessary reductions and changes to the project time line required a change in the approach to training from a more academic approach to a more practical one in which emphasis was placed on applied economics and business plans. The in-country Director and the Center staff developed meetings with local businesses, banks, organizations at all public levels, and regional universities to provide a needs assessment leading to decisions on project development. Experts in the field of management, marketing, finance, business case studies, entrepreneurship and general adult quality business education provided seminar type study. Seven (7) KTU/P faculty were trained in these seminars with added influence for them to become future trainers.

The target population for training was the mid to upper level management in both government and private companies as well as educators at various levels of educational institutions. Forty-seven (47) training activities occurred through the Center at on-campus facilities and in community facilities. High quality training was achieved in marketing, management, computer skills, entrepreneurial training, sales, and customer relations.

In the last year twelve expert consultants were enlisted to present and train in topics such as business management, communications and training, customer service, case methods, marketing economics, free market theory, marketing management and advertising,

accounting and finance, and entrepreneurship. At the top of these training efforts was a 300-hour entrepreneurship program that resulted in a 100% completion rate and produced 49 graduates. These people represented a wide spectrum of people from the region.

The impact on individuals and firms in Lithuania, that have resulted from this program, were numerous and encouraging. They are too numerous to list specifics but in general we found that the participants were eager to apply their new knowledge to their own businesses or professions. Most found that the training gave them ideas, skills, new ways of thinking, rationale for pricing, ways to study competition, targeting markets, and the desire to learn more. Comments from the trainers have indicated an immense thirst for this training by the participants, and the courage to try these new ideas in their occupational areas.

It was extremely evident, when observing the participants, that what was being presented to them was of great value and interest. Several of the consultant presenters have commented that it was a rare treat for them to be teaching such an attentive and eager to learn group of people. Free enterprise was a recent unknown to them. The business techniques revealed to them were inspiring and prompted initiative and innovation in their areas of activity. It is likely that, if allowed to continue and expand, this type and level of training will have the greatest impact on the movement of the country to a free enterprise system.

VI Sustainability

Sustainability has been a point of contention since the beginning of the project. A host of variables have and will continue to affect the character of the Center; the programs the Center undertakes; and the roles of the Center employees and trainers.

We believe that a great deal has been accomplished toward the goals and strategies that USAID has set for Lithuania. It will probably take some time before the real effectiveness of what we have done can be measured. KTU/P had not, as we ended our involvement, fully outlined the relationship of the Center to the University. Additionally, the political climate of the country and region will have a dramatic effect on the university and its options.

Organizationally, KTU/P has hired a competent professional staff to maintain and operate the Center. The Center Director appointed to head the Center is a personable and well qualified person that should bring stability to the Center. The continuation of an Advisory Board for the Center will help to insure a proactive and dynamic future. Their primary roles are:

- 1.) To keep the Center on track in terms of programs and needs of the constituents.
- 2.) To provide counsel on sensitive issues and support where appropriate and to act as a buffer to the public and others.
- 3.) To provide advice and contacts on potential sources of funds within Lithuania from members who are vital, dynamic people.

~~Programmatic issues will be determined primarily by KTU/P if they will take a definite~~
leadership role in operation and guidance of the Center. Kaunas University and/or KTU/P will have the largest input as to what kind of programs are given; who will teach them; and whether the input of an Advisory Board is valuable.

The financial outcomes may be the most difficult to define. The sources and uses of funds for the Center may receive the greatest scrutiny of any facet of the operations. Program planning, course selection, and method of delivery will determine the viability and profitability of whatever path is chosen. An integrated plan that pulls the universities, the Advisory Board, the Center Staff, and the market community into a cooperative unit that benefits from the best of the least will be required.

Sustainability, both programmatic and financial, can be attained. We have given the project the best that we and USAID can offer. Sustainability is a function of motivation. The motivation of those who follow will be the deciding factor.